

Vision

A just, safe and inclusive society that is working towards decriminalisation and decarceration.

Purpose

CRC supports individuals, families and communities impacted by the criminal justice system, and works for positive social change.

Values

- 1 Social disadvantage is an underlying cause of incarceration and people should not be criminalised or discriminated against as a consequence of their disadvantage.
- 2 Australia's history of colonisation and oppression is reflected in, and a cause of, the relationship between Australia's Aboriginal and Torres Strait Islander people and the criminal justice system.
- 3 The application of the law reflects broader inequalities and is not always just.
- 4 Imprisonment is overused, is a failed response to crime, causes more harm than good and leads to more imprisonment.
- 5 For as long as there are prisons, they should be fair, just and humane environments which respect universal human rights.
- 6 There is a need for community based alternatives to the criminal justice system.
- 7 People who have been released from prison should not experience perpetual punishment.
- 8 The families and kin of people who are incarcerated are often serving an invisible sentence and require acknowledgement and support.

Strategic Priorities

1. Transformative services and advocacy
2. Expanding and upscaling our service delivery
3. Organisational strength
4. Funding and fundraising
5. Communications



Position



Strategic Priorities



Actions

CRC is a leader in the field of addressing the impacts of the criminal justice system.

We understand the criminal justice system in its broader social, economic and political context and are therefore committed to both providing support to negatively affected individuals, families and communities as well as to working for system wide transformative change. CRC therefore engages in service delivery and advocacy at multiple levels.

Whilst this principled position is both complex and challenging for our organisation, it is the essence of our competitive advantage. It enables us to hold three mutually reinforcing foci of providing support services to clients, working on systemic issues to address underlying challenges and operating as a point of reference in the sector.

We work in an increasingly competitive operating environment where large players seek to deliver low cost standardised post release support processes to individual clients.

Our position differentiates CRC within the sector as credible, principled, sector leaders. Stakeholders such as policy makers, government agencies and donors understand the scale and complexity of the challenge and that an individual focus, whilst valid and necessary, does not address underlying issues and will not result in systemic change.

Our position as a credible sector leader with proven models of support and the capacity to innovate, advocate and to go to the most challenging areas, enables our future sustainability as it is this position that attracts funders, partners and diverse board and staff members.

1

Transformative services and advocacy

2

Expanding and upscaling our service delivery

3

Organisational strength

4

Funding and fundraising

5

Communications

DEVELOP an integrated strategic framework to guide decision making to set aligned priorities for our services, advocacy, research, service and system collaboration, funding and partnerships.

UPSCALE the reach of CRCs current, proven services across urban and rural NSW and diversifying the client segments we support.
EXPAND the service types we offer to diversify the needs we address.

ADOPT strategies to strengthen our organisational infrastructure and the capacity of our people to enable growth and flexibility to respond to changes in our operating and funding environment.
IMPLEMENT an affordable infrastructure improvement plan and a structured workforce development plan.

REFINE our existing funding thinking and engagement with government and philanthropic funders to work towards securing sustainable funding over 3-5 years.
SEEK funding to support effective organisational infrastructure and compliance management

DEVELOP a multifaceted communications and stakeholder engagement strategy.

1 Transformative services and advocacy

Strategy

CRC is committed to working for long-term, holistic, community-led, systemic change and will seek to embed this transformative perspective in all our work. To this end we will develop an integrated strategic framework to guide decision making to set aligned priorities for our services, advocacy, research, service and system collaboration funding and partnerships.

Outcomes

An explicit 'transformative service delivery framework' with corresponding criteria will be in place, which brings together and describes the theoretical foundation, frameworks and methodologies of our client services and advocacy work in a manner where the two are mutually beneficial. This will ensure:

- **CRC has the tools to advocate for people enmeshed in the CJS, from a social justice and wellbeing perspective, where policy is further entrenching disadvantage and marginalisation.**
- **CRC adopts complementary strategies which engage at individual, family, community and system wide levels.**
- **CRC staff have a better understanding and be better equipped to explain CRCs services and approach.**
- **Greater consistency across the organisation in terms of the quality of the work.**
- **CRC is positioned as a leader in the field in terms of models of practice and quality of service delivery.**
- **Improved CRC ability to recruit and train staff aligned with CRC values and approach.**

2 Expanding and upscaling our service delivery

Strategy

We will expand and upscale our service delivery to both strengthen our competitive position and simultaneously enhance our social impact.

This will include addressing service gaps by:

- **Upscaling the reach of CRCs current, proven services across urban and rural NSW and diversifying the client segments we support.**
- **Expanding the service types we offer to diversify the needs we address.**

Strategies to expand and upscale our services will take care to ensure that CRC continues to maintain and strengthen our core models, service quality and organisational stability.

Outcomes

A framework through which to make project and partnership choices will be in place.

It will be underpinned by factors related to CRCs transformative service delivery framework, community needs analysis, and organisational capacity to deliver.

The framework will enable:

- **Upscaling of existing services to current and new client groups. The following client groups should be considered in this regard: people who sexually offend; people in remote areas; Aboriginal people; Aboriginal women specifically; people with cognitive impairment or intellectual disability; families; juveniles; and urban and rural areas of NSW where unmet need is greatest.**
- **Establishing new programs and services which e.g.: keep CRC clients socially and economically engaged; target short sentence and on remand clients; strengthen tenancy management partnerships with providers of rental accommodation.**

3 Organisational strength

Strategy

CRC will adopt strategies to strengthen our organisational infrastructure and the capacity of our people to enable growth and flexibility to respond to changes in our operating and funding environment. This will be achieved through implementing an affordable infrastructure improvement plan and a structured workforce development plan to diversify the workforce and improve recruitment and people development.

Outcomes

- **CRC will have reviewed existing infrastructure (systems, structures and processes) and adopted a strategy to strengthen CRC infrastructure support.**
- **CRC will have determined a specific funding goal needed to support effective infrastructure and compliance management.**
- **CRC will have a stable and effective organisation infrastructure and reporting systems that support effective operations management and governance.**
- **CRC will have a workforce development plan that is embedded in the strategic plan and guided and overseen by a Board HR Committee.**
- **CRC as an organisation will be inclusive of people with lived experience of the CJS within the its staff and board structures. Staffing requirements will be met through improved recruitment and a 'grow our own' strategy.**

4 Funding and fundraising

Strategy

CRC will refine our existing funding thinking and engagement with government and philanthropic funders to work towards securing sustainable funding over 3-5 years. Our fundraising efforts will seek funding to support effective organisational infrastructure and compliance management, as well as to enable exploration of new initiatives for advocacy and to expand and upscale service delivery.

Outcomes

- **CRC will have a fundraising strategy in place to meet the operating shortfall and other revenue requirements through diversified revenue streams including: government funding, social impact investment, philanthropic giving, fee for service, donations, fundraising events; etc.**
- **CRC will set and be working towards specific goals to increase funding to support effective infrastructure and compliance management and new transformative service delivery and advocacy initiatives.**
- **The CRC Board will have considered how the fundraising strategy might be supported, guided and overseen – perhaps through the establishment of a Fundraising Committee.**
- **CRC will be working with other agencies (e.g. NCOSS) to advocate for consistency of acquittal reporting and funding for NGO infrastructure.**

5 Communications

Strategy

CRC will develop a multifaceted communications and stakeholder engagement strategy which addresses various audiences at the individual, organisational, system and political levels and is aligned with our strategies for transformative services, growth, advocacy and fundraising.

Outcomes

- **CRC will have refreshed its current branding (but has no intention of changing the name)**
- **CRC will have a resourced (people and funding) communications strategy in place.**

